

Housing Management Bulletin



No. 3

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

June 1, 1942

WAR-TIME MANAGEMENT AND TRAINING FEATURE BALTIMORE MEETING

As the Management Division's Third Annual Meeting gave way to NAHO's Tenth, many leading managers saw in its discussions, as well as in the Division's program of the preceding year, the recognition of three major facts. Management has now become for war housing, as it had previously for the peacetime program, one of the most crucial tests of the whole program. Training is being recognized not as a spasmodic effort by one or two organizations but as a practical concern of every active authority and full-fledged manager. The Division itself has come of age in NAHO with both real opportunities and tough problems ahead.

Officers

To be the Division's Chairman for 1942-43, the Baltimore Meeting elected Paul L. Stannard, Coordinating Manager of the Cleveland Metropolitan Housing Authority. Mr. Stannard was one of the leading spirits in the organization of the Division and served during the past year as its Vice-Chairman. He was one of the members of NAHO's first Management Training Institute, held in 1935-36 in cooperation with the Housing Division of PWA, and ever since that time has held important management posts in the large and active program of the Cleveland Metropolitan Housing Authority. (See the September, 1941, BULLETIN for a more complete biographical sketch of Mr. Stannard.)

To be Vice-Chairman, the Meeting chose Executive Councilman John A. Kervick of Eliza-

beth (New Jersey) (see page 11). To the two vacancies on the Executive Council were elected Finley Vinson, Executive Director, Housing Authority of the City of Corpus Christi (Texas), and Franklin Thorne, Housing Manager, Alley Dwelling Authority for the District of Columbia.

Words of Wisdom

Fairly complete proceedings of the Annual Meetings are now in preparation. They will include the text of all major talks and of Committee reports. Because of the general interest in the talk by Assistant Commissioner Johnson of FPHA, the BULLETIN presents a few of its high lights:

Local Authorities —

"Time and again I am asked to what extent do we intend to use the facilities of local authorities in the management of projects within their jurisdiction. Our answer to that is simple: to the greatest extent possible Where they wish to participate they will be called upon to do so

. . . I visualize local authorities managing Lanham Act, FPHA-aided, Public-9 temporary projects, both homes and dormitories, as well as trailer camps . . . In such a varied relationship you will have one point of management contact with one FPHA management adviser from the regional office serving you. He will, of course, be backed up by all of the required skills"

Rents — "We shall first determine for each community, on the basis of all war housing

REGISTRATION and INFORMATION



DIVISION CHAIRMEN — Snapped by official (pro-tem) NAHO photographer, O. Kline Fulmer, at the Baltimore Meeting were three Division Chairmen—left to right, C.F. Sharpe, Chairman—1940-41; newly-elected Chairman Paul L. Stannard; and retiring Chairman R.E. Creighton—1941-42.

projects which are completed or under construction the average monthly cost per dwelling unit which will meet all of the expenses of operation, including payments in lieu of taxes and debt service, exclusive of the furnishing of utility services to tenants. . . This average monthly cost shall be compared with rents prevailing in the community for accommodations of comparable nature and size as such rents were on April 1, 1941, or such other date as may be set by the Office of the Price Administrator for fixing maximum rents in the locality. . . The average monthly cost, or the prevailing rent, whichever shall be the lower, shall be the basis for determining the specific shelter rents for the various projects in the community. Specific shelter rents will be established for each project, giving consideration to any substantial difference in amenities which may exist."

Utility Services — "And now we come to the problem that has added countless gray hairs in 48-states. To these shelter rentals, there shall be added, at the estimated cost to the project, utility services furnished by the project. The gross rentals so established will be the monthly rents billed to tenants."

Baltimore Pictures

Some more of Mr. Fulmer's quick studies of Division members and participants at the Third Annual Meeting on May 11.



Pennsylvania's Allegheny County Housing Authority had one of the largest delegations at the Meeting--eight members of the staff were present. Third from the left is the Authority's Executive Director, Frank L. Palmer.



At the left, FPHA's Assistant Commissioner, Lee F. Johnson, looked straight at the camera and smiled.--Above is Abrasha Goldfeld, Chairman of the Division's very active Committee on Training, which assisted in the arrangement of the initial session of the Meeting as well as the Preconference Roundtable for New Managers.



From left to right are Gunnar Mykland and Miss Jean Coman, both of FPHA's Management Division and the two mainsprings of the Preconference Roundtable for New Managers (see page 11).

PRECONFERENCE ROUNDTABLE

Realistic discussion of operating problems was the keynote of the Preconference Roundtable for New Managers sponsored by the Committee on Management Training of NAHO's Management Division in Baltimore May 8 and 9. An attendance of 176 practically overwhelmed those in charge of arrangements and kept the Chairman shouting "Louder, please" to make the remarks carry 'round the rather large table.

Even the old-timers and experts who sat in to give the gospel to the new managers admitted that they learned something. The only general complaint seemed to be that there was not time to cover all of the problems faced by new management personnel. Major credit for the success of the meeting goes to ex-NAHO field consultant Mykland (now on the staff of the Federal Public Housing Authority) who, as Chairman of the Roundtable, put the lid on experts and beginners alike who showed signs of making orations, to the local housing authorities who authorized the participation of their personnel, to the Committee of active managers who outlined the program and procedure, and to the Federal Public Housing Authority, whose splendid cooperation was typified by the indispensable services of Miss Jean Coman.

Plan and Organization

The Roundtable was planned essentially for persons who had assumed responsible positions in the management of large-scale public housing projects since October 1, 1941. The object was to bring these people together for informal but directed discussions with a few experienced housing managers and a few staff specialists of FPHA. Pre-Roundtable applications for participation turned out to be so heavy that by the deadline of May 1, eighteen people had to be denied full participation and accorded only the privilege of sitting in the auditors' section. By the opening of the Roundtable on May 8, an additional fifty-six people were granted auditing privileges.

Conferees

The following analysis of attendance other than those representing the Washington or regional offices of FPHA, indicates that the Roundtable really attracted the people on the housing management firing line: Housing Manager (or equivalent, including Property Manager) - 82; Executive Director of a local housing authority (in many cases acting also as Manager) - 15; Management Aide (or person second in importance to Housing Manager) - 12; Commissioner of a local authority - 2; Others (including Supervisory Managers, Comptrollers, Superintendents of Maintenance, Cashiers, and Technical Directors) - 20.

IN-SERVICE TRAINING CONFERENCE

Columbia University's Teachers College is conducting a 5-day "War Housing Management Conference for In-Service Training of Housing Workers" from June 26 to 30 at the College in New York City. Miss Jean Coman of FPHA has been acting as a consultant in the arrangement of the Conference and experienced management personnel will conduct its sessions. For detailed information on the curriculum and on two related pre-conference courses, write to Mr. Benjamin R. Andrews, Teachers College, Columbia University, New York City.

WE PRESENT...



VICE-
CHAIRMAN
JOHN A.
KERVICK

(Fifth in a series of Executive Council biographical sketches.)

The Division's newly-elected 1942-43 Vice-Chairman, Mr. John A. Kervick, last year began active service with the Division when he was chosen to fill a three-year term on the Executive Council. He was then assigned to the hard-working and much-commended special Division committee that reviewed USHA's management manual. With that job well under way, he was put on Mr. Ihlder's Committee on Rent Policies. In the fall when the Division's new Executive Secretary, Mr. James R. Lee, undertook a series of field trips, Mr. Kervick as the member of the Executive Council familiar with the Middle Atlantic region, spent several days with Mr. Lee visiting key housing points in that area and in helping to organize the management sessions of the 1941 Region II conference at Atlantic City, where he was elected the first President of the Middle Atlantic Regional Council for 1941-42.

Mr. Kervick's housing experience has been gained as Executive Director of the Housing Authority of the City of Elizabeth (New Jersey), where he has been since May, 1938 when the Authority was pioneering the housing movement in the state. Previously he was for eight years an instructor in social studies in the city's high schools and later for three years secretary to the Mayor of Elizabeth.

Mr. Kervick was graduated from Fordham University and has an LLB degree from the Mercer Beasley School of Law.

ALL-DAY NURSERY

► The Sunnydale nursery school (San Francisco, 772 units) is setting aside one day of every week to care for a group of children for the entire day in order to give busy mothers a vacation from their younger children for shopping or rest. A dozen beds have been secured and mothers of the school have provided blankets and other facilities necessary for all-day child care. Warm, nutritious food will be served and full care will be given the children from 9 to 4:30 o'clock. Costs for the service are on a cooperative basis and cover only the actual food expenditures.

DON'T WALK A MILE

► Also at Sunnydale, for the convenience of tenants and as a starter to help build up a fund for tenant activities, the management has installed nickel and penny cigarette and candy vending machines in the lobby of the administration building. "We have supplied the machines at the request of the residents themselves and proceeds will enable them to have more things to enjoy," Mr. Alfred LeFevre, project manager, announced. Profits from the machines are to be administered by the Sunnydale Tenants' Council.

CONSUMER CENTER

► A consumer center, to be open four afternoons and three evenings every week was initiated at the Jane Addams Houses in Chicago (1027 units) in mid-April. Classes, lectures, movies, and information on price control, consumer protection, and many other matters of general interest to the consumer during the emergency are open to the public as part of the functions of this new office. Discussion in visual education on the preparation of foods, home mechanics and economics, and the care and conservation of clothing are also a part of the program.

HINTS TO THE HOUSING MANAGER

VICTORY KITCHEN GARDENS

► The Executive Director of the Atlanta Housing Authority, Mr. James H. Therrell, has asked each of the managers of Atlanta's public housing projects to stimulate and promote garden programs among their tenants. A local commercial firm has offered to assist the managers without charge in the supervision of such gardens by the preparation of monthly bulletins on "what to plant, how to plant, and cultivation" for publication in tenant newspapers and by securing the quantity of seeds needed at about one-tenth of the cost if bought individually. It is expected that tenant associations will offer cash awards for prize-winning gardens and one manager has already offered a second-prize award of \$5. There is also to be a competition between the various projects.

WAR BOND SALES

► The United States Treasury Department and the Tennessee county committee directing the sale of war savings bonds and stamps in the area have set up branch issuing agencies in three Memphis public housing projects. A 45-day campaign was started by the projects on the first of May for the sale of bonds and stamps and, as an incentive, the Memphis Authority arranged to purchase \$15,000 worth of war bonds--\$10,000 worth from the project stimulating the greatest sales, the balance to be split at the rate of \$3000 and \$2000 between the other two projects in the order of their total sales.

WATCHING COMMITTEE

► A volunteer women's committee of buyers has been formed at Outhwaite Homes (Cleveland 1028 units) for the purpose of watching, comparing, and publicizing retail prices. The women feel that the commodities sold in the project neighborhood are inferior to those sold in

other sections of the city and the Watching Committee plans to make it their job to call merchants' attention to this condition and endeavor to have the situation corrected.

NEW TENANTS WELCOMED

► Also at Outhwaite Homes, the management and all the organized groups in the project this spring joined to give a "family party" at the community hall for new project tenants. The program included music and greetings from officials of several of the project clubs. This sort of gesture seems to be a good means of initiating new people into the project's atmosphere and activities.

TIME-SAVERS

► At the 3000-unit San Diego war housing project new tenants are given regular United States Post Office "Order to Change Address" cards when they sign their lease. They also get a printed card furnished by the city department of public works describing the requirements for city refuse collection service. The management also gives to all tenants who wish to put up fences around their homes a detailed diagrammatic sketch and instruction sheet for the installation of a picket fence that the management recommends in order to achieve a uniform appearance on the project. Another form which the San Diego management have found useful is a fill-in slip used at the time a management call is made at a tenant's home and a job attended to in the tenant's absence — which avoids making an additional call.

THE MASTHEAD—

— one of the families in the New York City Authority's first defense housing project--207-unit Walabout Houses for Navy families. It is an FWA photograph, used by courtesy of the NYC Authority.

SUPPLEMENT
to the
HOUSING MANAGEMENT BULLETIN

Volume 5, No. 3

June 1, 1942

AIR RAID PRECAUTIONS AT
CARMELITOS, LOS ANGELES COUNTY

Mr. Ray Y. Copelin, Projects Manager for the Housing Authority of the County of Los Angeles, prepared for the HOUSING MANAGEMENT BULLETIN the outline of a project air raid precaution system that has been tested, at least in part, by practice. Carmelitos houses 607 families.

The BULLETIN presents the description of the Carmelitos arrangements not as a model to be copied regardless of conditions but as a practical demonstration of organization and ingenuity under one set of circumstances. Managers and other local housing officials, of course, will work out plans for their developments in closest cooperation with duly constituted civilian defense authorities.

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Shortly after the attack on Pearl Harbor, when everyone was trying to organize air raid precautionary measures and when every official organization, such as those at Long Beach, Los Angeles, the County of Los Angeles, etc., were seemingly at cross purposes, we at Carmelitos took the initiative and established our own air raid warden system.

Project Contributions

We turned over the assistant manager's office, which has a separate entrance, to one of the tenants who had been appointed chief air raid warden, installed an extension telephone, and furnished the necessary office supplies. The Authority purchased six completely equipped emergency kits and sufficient lumber to build shelves for the supplies. We then ordered two garbage cans for each of the twenty eight tool sheds located throughout the project, to be used as sand buckets. (After the emergency these cans will still be of use to the project.) The three bicycles used by the maintenance men are left each evening for the use of the air raid warden's messengers. All other supplies, such as helmets, stock for making splints, etc., are purchased by the air raid wardens themselves, from funds raised by giving dances and parties.

Medical and First Aid

We have secured the services of five doctors and have turned over the lockers in the nursery for their use, so they may have their permanent supplies on hand at all times. We are now building five operating tables and have made five stretchers out of five-ply plywood, which answer the purpose very nicely during the emergency. The Community Hall has been prepared for use as an intake station and the Nursery will be used as an operating room, as there is a kitchen between these two rooms which can supply hot water for both. Our maintenance truck has been fitted with legalized blackout lights and is left each night ready for use as an emergency ambulance.

Arrangements were made for an instructor from the Long Beach Fire Department to give an eight weeks' course in first aid to all air raid wardens, to those who may become air raid wardens and our entire office and maintenance staff.

HOUSING MANAGEMENT BULLETIN
No. 5

June 1, 1942

Volume 5, No. 5

HOUSING MANAGEMENT BULLETIN
No. 5

Mr. Ray Y. Gopalan, Project Director, Project Housing for the Housing Authority of the County of Los Angeles, presented the Housing Management Bulletin to the members of a group of Los Angeles housing officials who had been invited to attend a meeting of the group.

The Bulletin presents the development of the Housing Management Bulletin as a practical management of a model to be used by housing officials in the management of their housing organizations and agencies under one set of circumstances. Housing and other local housing officials, of course, will want to plan for their development in close cooperation with their constituent official bodies and agencies.

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We turned over the residents' manager's office, which had a separate entrance, to one of the tenants who had been appointed chief air raid warden, installed an extension telephone, and furnished the necessary office supplies. The Authority purchased air completely equipped emergency kits and batteries. I am sure that the residents for the supplies. We then ordered two emergency kits for each of the twenty eight small units located throughout the project. To be used as hand batteries. After the emergency plans were with still no of use in the project. The three divisions used by the maintenance men are left each evening for the use of the air raid warden's messengers. All other supplies, such as batteries, stock for making signals, etc., are provided by the air raid warden's messengers. From plans issued by giving

Medical and First Aid

We have secured the services of two doctors and have turned over the doctors in the interest for their use, so they may have their permanent supplies on hand at all times. We are now building five operating tables and have two first aid kits out of five-gal. glass, which means the purpose very nicely during the emergency. The Community Hall has been prepared for use as an infirmary station and the kitchen will be used as an operating room, as there is a kitchen between these two rooms which can supply hot water for both. Our maintenance force has been fitted with

Organization

A map of Carmelitos was divided into twenty sections and colored so that each warden knows his exact patrol area at a glance and the messengers can find them quickly in case of need. This map is supplemented by a chart which shows the numbers of the buildings under each warden's supervision. No warden patrols more than six buildings and in the last blackout all wardens were at their posts within four minutes.

Results

On the night of February 24-25, when the anti-aircraft guns were firing at an "unidentified object", some fourteen hundred rounds of shrapnel were fired and, although this shrapnel was falling all over the countryside, the wardens handled the situation so well, keeping people indoors, that we had only one slight casualty. One of the raid messengers, riding a bicycle on duty, was struck in the back of the head by a small shrapnel splinter, but was not seriously injured. Tenants later picked up many pieces of shrapnel any one of which could have caused grave injury or death to anyone outside the protection of the buildings. Since we are located so near the Douglas Aircraft Plant, which has a number of anti-aircraft batteries, it behooves us to see that the tenants are kept indoors during a blackout.

These plans were laid out according to the best information obtainable. We tried to steer our program between the most rabid and the most lackadaisical air raid information obtainable, working on the premise that the entire idea was new and was simply an addition to our regular management procedure.

